



FY2012 Performance and Accountability Report

**Montgomery County
Department of Environmental Protection**





Montgomery County Department of Environmental Protection FY2012 Performance and Accountability Report



DEP Alignment to County Priority Objectives

Montgomery County Priority Objectives

- A Responsive and Accountable Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

DEP Headline Performance Dashboard

Headline Performance Measure	FY11 Results	FY12 Results	Performance Change
Average number of days to resolve environmental enforcement cases	42	40	
Percent of customers who rated themselves as satisfied with DEP response to environmental complaints	70.8%	71.4%	
Percent of total municipal solid waste recycled	44.4%	-	
Percent of Total Municipal Solid Waste Sent to Landfill	13.8%	13.1%	
Average number of recycling collections missed per week, not picked up within 24 hours	9	7	
Average number of refuse collections missed per week, not picked up within 24 hours	4	3	
Single-family Solid Waste Charge: System Benefit Charge, covers the portion of the county costs of providing basic solid waste services for single-family waste not covered by disposal and tipping fees. (dollars per household)	\$210	\$214	
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household)	\$74.00	\$70.00	
Percent of the nitrogen pollution reduction goal met	0.14%	0.84%	
Percent of the phosphorous pollution reduction goal met	0.32%	2.26%	
Percent of the impervious acreage control goal met	0.26%	2.53%	
County watershed stream quality Index of Biological Integrity (IBI) score	56%	57%	
Residential building energy use as a measure of greenhouse gas reductions	-	-	
Non-residential building energy use as a measure of greenhouse gas reductions	-	-	



Montgomery County Department of Environmental Protection
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DEP At A Glance

What Department Does and for Whom

Overall

The mission of the Department of Environmental Protection is to: Protect and enhance the quality of life in our community through the conservation, preservation, and restoration of our environment through the following programs:

Watershed Management (DWM)

- Construction and restoration of watershed management facilities
- Inspection and maintenance of stormwater facilities
- Planning, monitoring water quality, outreach and education; and MS-4 Permit implementation and reporting

Policy and Compliance (DEPC)

- Enforce environmental regulations
- Develop environmental policies & programs related to: sustainability, air & water quality, energy, forests & trees, noise
- Oversee education and outreach activities

Water and Wastewater Management (WWM)

- Analyze, develop, and recommend local and regional water supply and wastewater disposal service policies; develop groundwater monitoring reports for DSWS facilities

How Much / How Many

FY12 Budget: \$124,503,930
Work Years: 187.1
Solid Waste Fund: \$106,890,010
WQPC: \$15,944,160
General Fund: \$1,669,760

FY12 Budget: \$15,944,160 (12.8 % of budget)
Work Years: 72.1

FY12 Budget: \$879,870 (0.7 % of budget)
Work Years: 8.9

Note: Additional 4.3 WYs related to enforcement activities are charged to the Water Quality Protection and Solid Waste Funds

FY12 Budget: \$789,890 (0.6% of budget)
Work Years: 3.2

Note: Additional 0.8 WYs related to monitoring is charged to the Solid Waste Fund. Includes one-time \$350,000 for Glenn Hills study.



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DEP At A Glance

What Department Does and for Whom

Solid Waste Services (DSWS)

- Collect, process, and manage refuse generated in Montgomery County. Monitor and enforce contracts with private collectors for residential refuse collected at 91,000 homes in Sub District A.

Solid Waste Services (DSWS)

- Oversee single and multi-family residential and non-residential recycling. Administer and oversee compliance with the County's recycling regulations.

How Much / How Many

FY12 Budget: \$76,255,250 (61.2% of budget)
Work Years: 41.00

Note: Process and dispose of refuse from 212,056 homes, 110,731 multi-family households, and over 65 percent of 35,000 businesses.

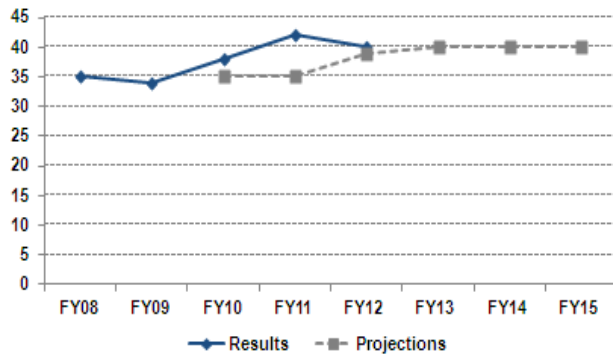
FY12 Budget: \$30,634,760 (24.6% of budget)
Work Years: 61.90

Note: Monitor and enforce countywide contracts with private collectors for residential recycling collection for 211,056 homes. Enforce recycling to 35,000 businesses and 110,731 multifamily units.



Headline Performance Measure 1: Average number of days to resolve environmental enforcement cases

Performance Trends



	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	35	34	38	42	40			
Projections			35	38	40	40	40	40

Factors Contributing to Current Performance

- New case management system linked directly to MC311
- Training and experience of enforcement staff

Factors Restricting Performance Improvement

- Complexity of cases
- Increase in mixed use development (residents/businesses intermingled) creates potential for more long-term cases involving noise, air quality, odor, etc. complaints

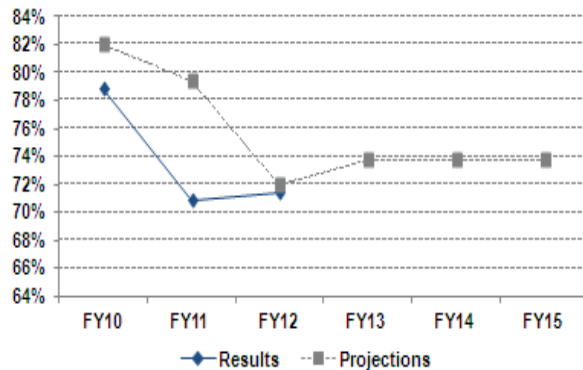
Performance Improvement Plan

- Continue to train staff on relevant environmental and customer service issues.
- Continue to refine the new case management system to facilitate resolution of issues.
- Address deficiencies in laws and regulations that create enforcement issues (e.g. develop regulations for certain noise related activities as provided for in County Code).



Headline Performance Measure 2: Percent of customers who rated themselves as satisfied with DEP response to environmental complaints

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Results	78.8%	70.8%	71.4%			
Projections	82.0%	79.4%	72.0%	73.7%	73.7%	73.7%

Factors Contributing to Current Performance

- New case management system linked directly to MC311
- Training and experience of enforcement staff

Factors Restricting Performance Improvement

- Complexity of cases
- Survey response may reflect outcome of case rather than DEP's performance in addressing case

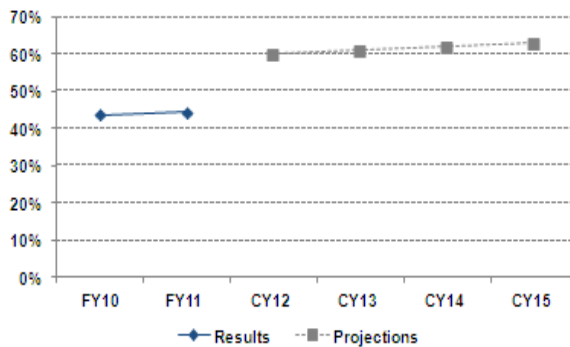
Performance Improvement Plan

- Continue to emphasize good customer service, public outreach and education, including constant and open communication with parties involved in enforcement cases. In many cases, constant communication and education with affected parties regarding the status of a case will lead to satisfied customers even if the resolution was unfavorable to them.
- Continue to train staff on relevant environmental and customer service issues.



Headline Performance Measure 3: Percent of Total Municipal Solid Waste Recycled - *The County's 2010 goal of recycling 50% of all waste generated is being revised upward to 70% recycling by 2020.*

Performance Trends



	FY10	FY11	CY12*	CY13*	CY14*	CY15*
Results	43.6%	44.4%				
Projections			60%	61%	62%	63%

*Adopted the State of Maryland methodology for measuring the County's recycling rate; Beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit)

Factors Contributing to Current Performance

- Outreach and education motivating people to recycle more
- Enforcement efforts to ensure compliance with recycling regulations

Factors Restricting Performance Improvement

- External forces affect waste generation and consumption in the County, including economic conditions, packaging trends, etc.

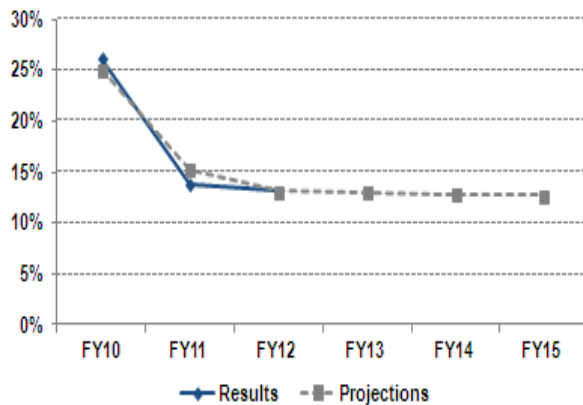
Performance Improvement Plan

- Continue providing education, outreach, training, technical assistance, and guidance across all sectors to single-family and multi-family residents, multi-family property owners, managers, condominium and common ownership community boards, and businesses including business owners, managers, commercial property owners, property management companies, employees, commercial service providers, and refuse and recycling collection companies to further increase participation in and achievement in recycling, waste reduction and buying recycled programs.
- Continue enforcement initiatives to ensure compliance with recycling regulations.
- Continue to further expand the County's recycling program to add more commodity types that can be recycled.
- Continue to monitor market situations and push markets in order to pursue additional opportunities to recycle more materials.



Headline Performance Measure 4: Percent of Total Municipal Solid Waste Sent to Landfill – Resulting from the County’s programs to recycle, grasscycle, and convert refuse to energy, a smaller percentage of MSW is landfilled.

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Results	26.2%	13.8%	13.1%			
Projections	25.1%	15.3%	13.1%	13.0%	12.8%	12.7%

Factors Contributing to Current Performance

- The County’s successful recycling program
- Volume reduction through energy conversion
- Reduced waste generation in the County
- Total MSW declined due to the economy, which affects landfill volume

Factors Restricting Performance Improvement

- Outside forces drive generation (e.g. packaging, economy, etc.)

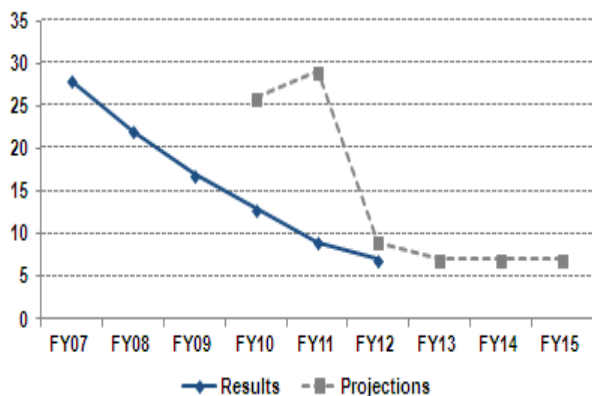
Performance Improvement Plan

- Increased recycling reduces landfilling.
- Continue beneficial reuse of ash up through FY15.



Headline Performance Measure 5: Missed Recycling Collection Complaints Per Week - Average number of recycling collections missed per week, not picked up within 24 hours.

Performance Trends



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	28	22	17	13	9	7			
Projections				26	29	9	7	7	7

Factors Contributing to Current Performance

- Targeted education and outreach to residents affected by collection day-changes
- Crew/drivers were familiar with routes and were supplied online maps to help with routing

Factors Restricting Performance Improvement

- Periodic new contract start-ups
- Contractor's inability to hire and retain staff

Performance Improvement Plan

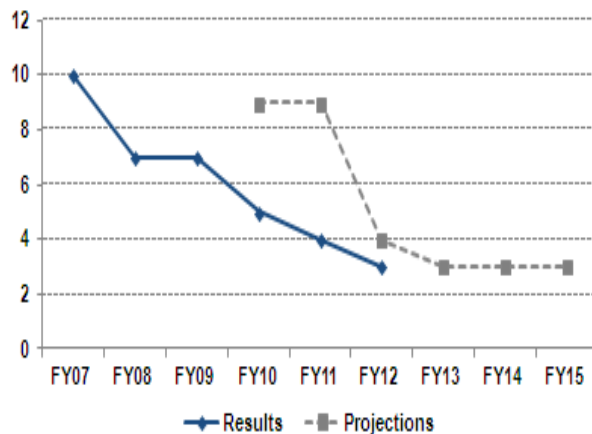
- Maintain dispatch and response time to residents' same day collection complaints to avoid those being converted into misses.
- Continue working with MC311 staff to provide recurrent training to Customer Service Representatives.
- Work closely with contractors to know when substitute crews are on truck, as experience has shown that this is frequently correlated with missed collection occurrences.
- Conduct outreach to residents regarding acceptability of materials for collection and when material must be out for collection.



Headline Performance Measure 6: Missed Refuse Collection Complaints Per Week

- Average number of refuse collections missed per week, not picked up within 24 hours.

Performance Trends



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	10	7	7	5	4	3			
Projections				9	9	4	3	3	3

Factors Contributing to Current Performance

- Targeted education and outreach to residents affected by collection day-changes
- Crew/drivers were familiar with routes and were supplied online maps to help with routing

Factors Restricting Performance Improvement

- Periodic new contract start-ups
- Contractor's inability to hire and retain staff

Performance Improvement Plan

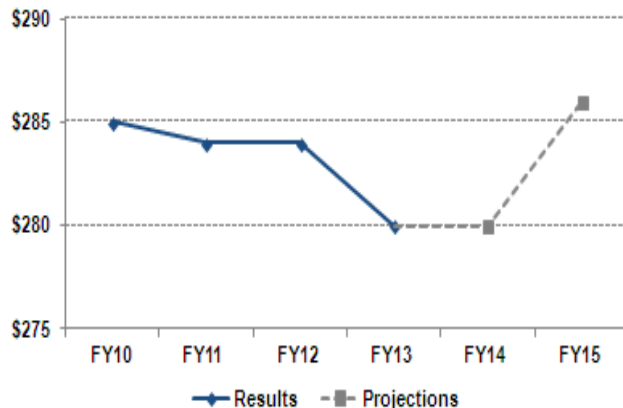
- Maintain dispatch and response time to residents' same day collection complaints to avoid those being converted into misses.
- Continue working with MC311 staff to provide recurrent training to Customer Service Representatives.
- Work closely with contractors to know when substitute crews are on trucks, as experience has shown that this is frequently correlated with missed collection occurrences.
- Conduct outreach to residents regarding acceptability of materials for collection and when material must be out for collection.



Headline Performance Measures 7 and 8: Single-Family Solid Waste Charges –

Rate setting method is used to ensure fees and charges are calculated to reflect, as fairly as practicable, the costs to the County of providing solid waste services.

Departmental Performance and Projections



	FY10	FY11	FY12	FY13	FY14	FY15
Results	\$210*	\$210*	\$214*	\$214*		
	\$75**	\$74**	\$70**	\$66**		
Projections					\$214*	\$218*
					\$66**	\$68**

*Denotes the System Benefit Charge – Charges assessed to improved properties that help cover the costs of basic programs and facilities to manage all County solid waste generation

**Denotes the Refuse Collection Charge – Fees charged to provide the refuse collection service

Factors Contributing to Current Performance

- Reduced cost due to CNG collection and extending the Covanta contract

Factors Restricting Performance Improvement

- Increases in contract costs
- Changes in commodity markets
- Decreases in investment income (earnings)

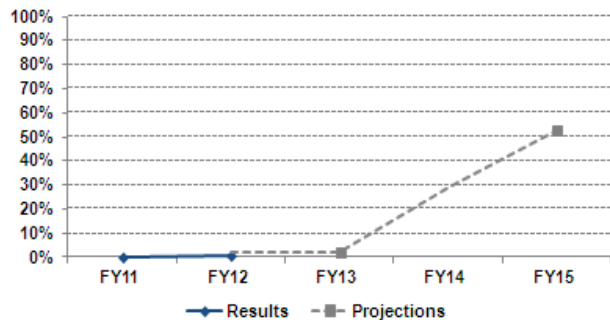
Performance Improvement Plan

- Maintain the Solid Waste Enterprise Fund's current and six-year projected fiscal health goals while practicing prudent financial management.
- Continue benchmarking with other similar jurisdictions with regard to fees charged and services rendered to ensure DSWS is delivering the best service in a cost effective manner.
- Continue rate model enhancements, and rate stabilization over the six year planning period to ensure our customers (citizens) are charged an equitable fee for service.
- Through the use of Oracle ERP/BI reporting tools maintain accountability and transparency in financial reporting for public disclosure to ratepayers .
- Continue to perform activity based costing in order to provide trend analysis with respect to the cost-effectiveness of the County's various solid waste management activities.



Headline Performance Measure 9: Percent of the nitrogen pollution reduction goal required to meet County's share of Chesapeake Bay TMDL achieved through watershed restoration

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Results	*	0.14%	0.84%			
Projections				2.31%	29.26%	52.84%

* Chesapeake Bay TMDL established

Factors Contributing to Current Performance

- FY10 is the baseline year
- FY17 goal is 70%
- Watershed restoration work is increasing
- Current loading rates and pollutant removal efficiencies are likely to be refined and improved

Factors Restricting Performance Improvement

- Available data is constantly being refined, and models continually updated
- Pace of watershed restoration progress is limited by staff available and design and permitting timelines
- Limited number of restoration sites

Performance Improvement Plan

The DEP completed the Montgomery County Coordinated *Implementation Strategy*, which provides the framework of BMP types, restoration locations, cost estimate, and timelines to meet the MS4 permit impervious restoration goal and to make progress for Chesapeake Bay TMDL pollutant reductions. Achieving the water quality goals will require a mix of restoration practices included structural BMPs, non structural BMPs such as raingardens and increased education and outreach.

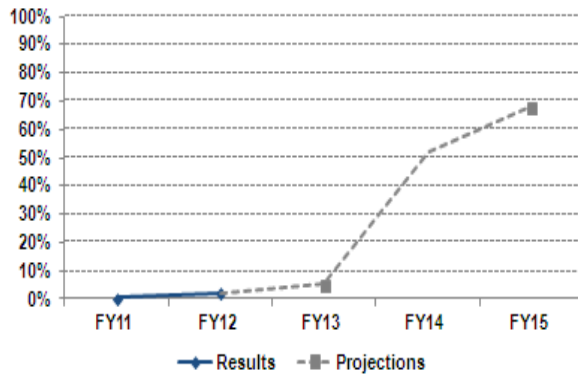
The Chesapeake Bay TMDL baseline year is 2010. Since 2010, and the issuance of the third generation MS4 permit, the Watershed Management Division (WMD) has been significantly increasing the implementation rate of watershed restoration projects. As the projects can take time to design, permit, and fund, few projects were actually completed from FY10-FY12.

In FY13, WMD obtained contractual support for MS4 permit implementation including planning, tracking, implementing, monitoring and oversight of watershed restoration projects. WMD is also very close to acquiring contractual support for comprehensive water quality engineering which will provide support for all aspects of watershed restoration design. The combined contractual support is critical to accelerating the watershed restoration implementation rate and meeting the MS4 permit requirements. The full effects of this acceleration should result in the large pollutant decreases, and impervious acreage control increases projected for FY13-FY15



Headline Performance Measure 10: Percent of the phosphorous pollution reduction goal required to meet County's share of Chesapeake Bay TMDL achieved through watershed restoration

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Results	*	0.32%	2.26%			
Projections				5.3%	52%	68%

* Chesapeake Bay TMDL established

Factors Contributing to Current Performance

- FY10 is the baseline year
- FY17 goal is 70%
- Watershed restoration work is increasing
- Current loading rates and pollutant removal efficiencies are likely to be refined and improved

Factors Restricting Performance Improvement

- Available data is constantly being refined, and models continually updated
- Pace of watershed restoration progress is limited by staff available and design and permitting timelines
- Limited number of restoration sites

Performance Improvement Plan

The DEP completed the Montgomery County Coordinated *Implementation Strategy*, which provides the framework of BMP types, restoration locations, cost estimate, and timelines to meet the MS4 permit impervious restoration goal and to make progress for Chesapeake Bay TMDL pollutant reductions. Achieving the water quality goals will require a mix of restoration practices included structural BMPs, non structural BMPs such as raingardens and increased education and outreach.

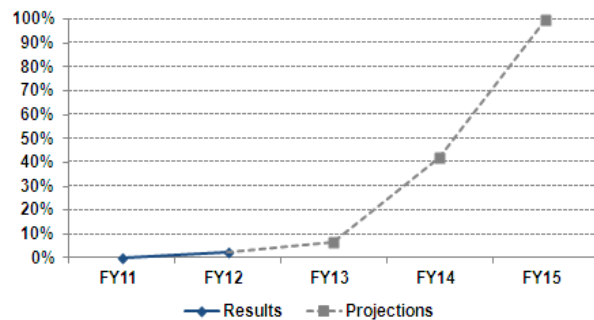
The Chesapeake Bay TMDL baseline year is 2010. Since 2010, and the issuance of the third generation MS4 permit, the Watershed Management Division (WMD) has been significantly increasing the implementation rate of watershed restoration projects. As the projects can take time to design, permit, and fund, few projects were actually completed from FY10-FY12.

In FY13, WMD obtained contractual support for MS4 permit implementation including planning, tracking, implementing, monitoring and oversight of watershed restoration projects. WMD is also very close to acquiring contractual support for comprehensive water quality engineering which will provide support for all aspects of watershed restoration design. The combined contractual support is critical to accelerating the watershed restoration implementation rate and meeting the MS4 permit requirements. The full effects of this acceleration should result in the large pollutant decreases, and impervious acreage control increases projected for FY13-FY15



Headline Performance Measure 11: Percent of the impervious acreage control goal required by the County's Municipal Separate Storm Sewer System (MS4) Permit achieved through watershed restoration

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Results	*	0.26%	2.53%			
Projections				6.70%	42%	100%

*New MS4 Permit Issued

Factors Contributing to Current Performance

- 100% goal is 4,300 impervious acres
- Watershed restoration work is increasing
- DEP has achieved significant inter-agency partnerships allowing for an increased number of completed restoration projects

Factors Restricting Performance Improvement

- Available data is constantly being refined
- Pace of watershed restoration progress is limited by staff available and design and permitting timelines
- Limited number of restoration sites

Performance Improvement Plan

The DEP completed the Montgomery County Coordinated *Implementation Strategy*, which provides the framework of BMP types, restoration locations, cost estimate, and timelines to meet the MS4 permit impervious restoration goal and to make progress for Chesapeake Bay TMDL pollutant reductions. Achieving the water quality goals will require a mix of restoration practices included structural BMPs, non structural BMPs such as raingardens and increased education and outreach.

Since the issuance of the third generation MS4 permit in 2010, the Watershed Management Division (WMD) has been significantly increasing the implementation rate of watershed restoration projects. As the projects can take time to design, permit, and fund, few projects were actually completed from FY10-FY12.

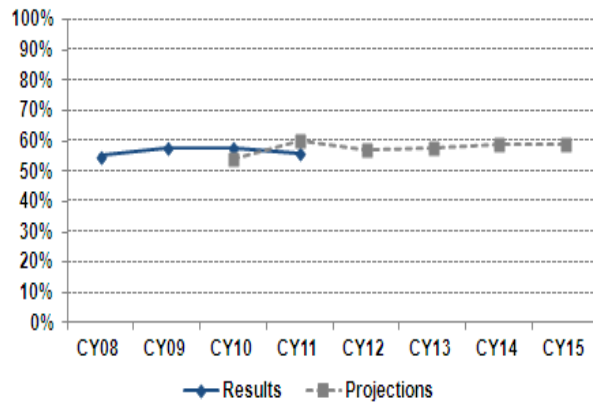
In FY13, WMD obtained contractual support for MS4 permit implementation including planning, tracking, implementing, monitoring and oversight of watershed restoration projects. WMD is also very close to acquiring contractual support for comprehensive water quality engineering which will provide support for all aspects of watershed restoration design. The combined contractual support is critical to accelerating the watershed restoration implementation rate and meeting the MS4 permit requirements. The full effects of this acceleration should result in the large pollutant decreases, and impervious acreage control increases projected for FY13-FY15

DEP has newly re-delineated the MS4 impervious area and added over a thousand new stormwater management BMPs which may affect the total amount of impervious control required by the MS4 permit.



Headline Performance Measure 12: Index of Biological Integrity (IBI) in County Watersheds

Performance Trends



	CY08	CY09	CY10	CY11	CY12	CY13	CY14	CY15
Results	55%	58%	58%	56%				
Projections			54%	60%	57%	58%	59%	59%

Factors Contributing to Current Performance

- Increased number of stream restoration and stormwater retrofit projects
- Improved Best Management Practices
- Increased stormwater facility inspections
- New state mandated pollution load reduction targets

Factors Restricting Performance Improvement

- Additional development/increased imperviousness
- Staffing and financial resources
- Available data is constantly being refined, and models continually updated
- Limited number of restoration sites

Performance Improvement Plan

The DEP completed the Montgomery County Coordinated *Implementation Strategy*, which provides the framework of BMP types, acres for restoration, cost estimate, and timelines to meet the MS4 permit impervious restoration goal, to make progress for Chesapeake Bay TMDL pollutant reductions, and to protect and improve our local streams and watersheds. Watersheds correspond to those used in the Montgomery County Coordinated Implementation Strategy and Watershed Implementation Plans

The Index of Biological Integrity (IBI) is a calculated value to rate County streams into four categories; excellent, good, fair and poor. The percent shown in this headline measure is based on a five year rolling average (e.g. CY10 is actually 2006-2010) and includes the most recent baseline monitoring data from each watershed including that year's data for all four Special Protection Areas (in Seneca, Anacostia, Lower Potomac, and Rock Creek). The SPA stations are in areas undergoing rapidly changing site conditions which may not be representative of County watersheds in general.

For 2013, DEP is considering changes to this Headline Performance Measure that will be more sensitive to changes outside of the SPAs.



Headline Performance Measure 13: Residential building energy use as a measure of greenhouse gas reductions

Departmental Performance and Projections

Note: This measure is under construction. The data is being updated based on new information made available to DEP from data collected by Finance as part of the County's Fuel Energy Tax.

Factors Contributing to Current Performance

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Factors Restricting Performance Factors

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Performance Improvement Plan

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Headline Performance Measure 14: Non-Residential building energy use as a measure of greenhouse gas reductions

Performance Trends

Note: This measure is under construction. Data is being updated based on new information made available to DEP from data collected by Finance as part of the County's Fuel Energy Tax.

Factors Contributing to Current Performance

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Factors Restricting Performance Improvement

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Performance Improvement Plan

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Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) 33% decrease in average overtime hours used by all approved positions

(Source: Department provides, CountyStat validates)

b) XX% increase/decrease in average Net Annual Work hours worked by all approved positions

(Source: data/information not available yet)

2) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) N/A – No audits performed in the last 12 months.

b) 25% decrease in number of work-related injuries (Source: Internal Audit will provide to CountyStat)



3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning (Under Construction)

(Source: Department)

b) XX% of those identified key position/functions have developed and implemented long-term succession planning (Under Construction)

(Source: Department)

- DSWS - Provides cross-training of employees; management and leadership development training, mentoring of employees; and skill development of employees through participation in courses and training sessions.
- DEPC - Enforcement staff is trained and gains experience across the entire range of environmental issues addressed by the department, which allows more flexibility in responding to temporary or long-term staffing changes.
- WMD – Utilizes a highly successful volunteer/intern program to help fill vacancies. Top talent from undergraduate and graduate programs in the region are mentored and trained in the unique-skill sets required for biological monitoring program and data management (including use of GIS).
- WMD - To develop a career ladder within the division, staff is encouraged to present their work at local conferences; attend workshops, courses, and training; and attend free Webinars and trainings hosted by federal and regional agencies.

4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

70% of DEP's employees who have fulfilled mandatory County/State/Federal training requirements (Source: Department)



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5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: refer to or attach summary yearly report prepared by OHR
(Source: Department provides and CountyStat validates)

	African Amer	Native Amer	White	Asian	Hispanic	Other
DEP	14%	0%	65%	7%	8%	2%

- In FY12 DEP was successful in hiring a bilingual outreach and education specialist in support of the County's stormwater permit, as well as a bilingual MLS position.

MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) ([Link](#) to report)

- DEP Procurement transactions subject to MFD Requirements for the FY12 reporting period amounted to \$58,008,004. Of this total, \$14,079,867 or 24.3% was awarded to MFD firms, which is above the recommended 20 percent County goal.

6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program. (Source: Department)
Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction.
(Source: Department)

Innovation/New Idea	Return on Investment/Benefit
DSWS - Continued pilot program to maximize throughput during on-peak electricity pricing periods.	Maximize electricity revenue generation at the Resource Recovery Facility
DSWS - Upgraded real-time truck scale house software.	Improve the physical security of the system and facilitate faster weigh station transactions at the Transfer Station.
DEPC - Utilized on-line application for residential energy rebates offered as part of ARRA-funded DOE grant.	Reduce paper use and manual processing of applications.
WMD - DEP's IT staff members are using GIS to delineate recreational areas, building footprints, and multi-family properties in the County.	Improve the accuracy of the GIS-based County impervious surface data to support stormwater management programs and enhance the Water Quality Protection Charge program



7) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total \$\$ saved by through collaborations and partnerships with other departments

(Source: Department)

b) List your accomplishments and/or expected results

(Source: Department)

- DSWS - Provides technical assistance, training and education on waste reduction, recycling, and buying recycled products to MCPS.
- DSWS - Provides technical assistance, training, education, and recommendations on waste reduction, recycling and buying recycled products for Federal agencies located in the County.
- DEPC – Coordinates Interagency Committee on Energy & Utilities Management, a cross-agency team that seeks to maximize energy efficiency opportunities and reduce the cost of energy procurement.
- WMD – Works with DOT to coordinates the implementation of low-impact development stormwater controls within the County roads right-of-way.

8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 43.7% decrease in print and mail expenditures (Source: CountyStat)

b) 13.2% decrease in paper purchases (measured in total sheets of paper) (Source: CountyStat)

c) List your accomplishments and/or expected results (Source: Department)

- DSWS - Continues to voluntarily operate “Low NOx” technology keeping smog-producing NOx (oxides of nitrogen) emissions from the Resource Recovery Facility at half of what they would otherwise be—equivalent to keeping 70,000 cars off the road.
- DSWS - Commercial Recycling program assists businesses in developing Cooperative Collection Projects, bringing about more cost-effective, efficient refuse and recycling collection methods, resulting in increased recycling, reduced costs to participants, and fewer truck trips.
- DEPC – Expanding use of web-based and electronic communication tools (e-newsletters, Facebook, Twitter, etc.) to increase reach of education activities and reduce use of brochures, pamphlets, etc.
- WMD - The Biological Monitoring program maintains a blog (with Real Simple Syndication feed, photos and video) to outreach to interested parties and provide the latest field monitoring updates. The program also leverages the County’s social media portals by coordination with the Public Information Office. This reduces paper-based outreach and is an effective awareness-building tool.